

French tear down symbol of urban conflict and despair

Andrew Jack reports on the demolition in Lyons yesterday of a low-income tower block city that became a national embarrassment

For a suburb known almost universally throughout France as a synonym for the worst in urban conflict and decay, Les Minguettes is remarkably hard to find.

The area seems to be mysteriously off the edge of many of the maps of Lyons, just as it is a little beyond the end of the metro line, itself only extended far into the south-east of the city in recent years.

Many in the region would probably like it to remain forgotten, given the associations of Minguettes with the riots in the "hot summers" of 1981 and 1983 which gave it national notoriety and helped trigger a range of government inquiries and new urban policies.

Yesterday was an exception, as thousands gathered to witness one of the most ambitious such acts ever undertaken: 10 of the 15-storey, low-income housing blocks in the suburb that became most tarnished with despair over the past 30 years were demolished by explosives in a matter of minutes. The so-called "Towers of Democracy", distinguished by little more than the enormous purple numbers on their flanks, disappeared from the skyline. The recently-erected barriers will soon be removed

and 86,000 tonnes of rubble trucked away.

The destruction left many - including former inhabitants - with a sense of relief, and marked the end of an era of technocratic 1960s urban planning strategies. But others were left wondering whether it was all in fact far more symbolic than useful.

Some 48 high-density towers still stand in Minguettes, remnants of one of the "mushroom cities" constructed at great speed in the late 1960s and early 1970s to cope with extreme housing shortages. At their peak, the blocks accommodated 35,000 people.

Mr André Gérin, the Communist mayor of Venissieux, the municipality in which Minguettes is based, remembers the excitement when they were first built. Formerly a worker in a lorry factory, he moved into one of the blocks in the late 1960s and recalls the delight of being for the first time in a flat that was modern and spacious, with central heating and a bathroom.

Yesterday he said he felt mainly "relief" at the destruction of the flats.

The problem was partly poor quality construction and management, and partly the failure of attempts to create socially-

mixed housing. Low-income housing policy started to favour lower-density construction. Over the following years, those who could afford to moved out: the young professionals, skilled workers, anyone with money. A residue of increasingly more marginalised groups remained.

Struggling with economic recession, Minguettes became one of the most concentrated areas of deprivation in the country. Even official statistics, which substantially underestimate the problem, showed unemployment last year at 22 per cent.

Nearly a quarter of the population are classified as immigrant, more than a third are aged under 19, and more than 22 per cent live in households of at least five people. Many families have fallen behind in paying their subsidised rents. Crime, drugs and educational failure are all widespread.

The difference in lifestyles between the older French population and younger immigrants in the area has helped fuel racial conflict, while relations between the police and the local youth - particularly those of North African origin - have always been tense.

Yet even the saga of the demolition of the "Towers of Democracy" highlights the problems of French urban policy. It has taken nine years and a number of alternative plans for rehabilitation since the flats were emptied of residents in 1985 in preparation for demolition.

Mr John Tuppen, a geographer at Lyons business school, says the delays were partly explained by political complications and persistent disagreements over the different policies of the various strands of government.

It remains unclear whether the local community will be able to gain sufficient political and financial support for its plans for Minguettes: an extension of the metro, a new media centre and a technical institute.

"Most of the proposals to do with 'Democracy' have come to nothing," says Mr Tuppen. Even the planned physical changes do little to affect the underlying social problems. "Despite all the rhetoric, it is unrealistic to expect any major change while there is such high unemployment," he says.

Mr Gérin, the mayor, is optimistic about the future, pointing to a strong sense of local community. "We need to proceed with humility and wis-



Ten tower blocks in Les Minguettes, a complex in a Lyons suburb, being demolished yesterday. The 15-storey blocks disappeared from the skyline in a cloud of dust as many expressed a sense of relief at the end of an era of 1960s technocratic planning

dom, realising that it takes time to build a town," he says. But his solutions are ambitious: social integration, work and greater local power. Father Christian Delorme, in charge of relations with the Moslem

community for the Diocese of Lyons, sees continued tensions between the second generation of North Africans and other members of French society, including the police. "I am pessimistic. I see French suburbs

becoming more like American ghettos. It would be difficult to create balanced communities there now."

While yesterday's demolition cost an estimated FF14m (\$2.65m) the municipality still

faces an outstanding bill of FF17m to complete payments to the state for the blocks' original construction. It will be a continual reminder that the problems of the past are far from over.

Kuchma plans big reforms for Ukraine

By Matthew Kaminski in Kiev

Ukrainian President Leonid Kuchma yesterday outlined a radical economic reform programme in an inaugural policy address before parliament.

Mr Kuchma, elected in July, confronted the communist-dominated chamber with plans to privatise land, overhaul agriculture and cut state subsidies as part of Ukraine's first real attempt at reform. The president also claimed wide powers to implement the steps even in the face of opposition from parliament.

Mr Kuchma's speech, which had been postponed several times, is the first clear public indication that the Ukrainian president intends to support comprehensive market reforms. His address is a direct challenge to the conservative legislature and to western governments, which Kiev will now expect to deliver on promises of substantial aid.

The broad strokes of Mr Kuchma's reform programme come from the preliminary deal agreed with the International Monetary Fund last week on a \$360m loan, the country's first since independence. But Mr Kuchma, defying expectations of some western observers who doubted whether the former missile factory director would ever be fully converted to the cause of market reforms, went beyond that text.

After outlining Ukraine's economic predicament, the president said the only way to ensure "true independence" and prevent "colonial status" was to stabilise the currency and inflation, overhaul the taxation system to lure businesses back from the growing shadow economy, and reform financial services.

Although Mr Kuchma campaigned on a pro-Russian platform, he couched his economic programme in national terms. Mr Kuchma, still viewed suspiciously by some nationalist politicians who fear he seeks a reunion with Russia, warned parliamentarians that economic reforms are crucial if Ukraine is to survive as an independent state.

"Our banks are not strong enough to fight and compete with Russian banks," he said in his now fluent Ukrainian. "We must do a lot to ensure economic sovereignty."

Against strong parliamentary opposition, Mr Kuchma also endorsed land and property privatisation only days after Mr Alexander Moroz, the conservative parliamentary chairman, vowed to oppose these measures.

The other bold step, awaited by World Bank negotiators keen on structural reform, was the call to overhaul agriculture, potentially Ukraine's most profitable industry but now heavily subsidised.

"The key to the realisation of real reform in Ukraine is agriculture," Mr Kuchma said.

Mr Kuchma also endorsed large-scale privatisation, currently stalled, and the decentralisation of the economic control currently exercised by central ministries. Both steps face strong opposition in parliament and among some ministries.

Mr Kuchma warned that he would not permit parliament to hamper his economic plans. "Political changes are needed, too," he told MPs. "Parliament cannot interfere in the affairs of the president (and) ... does not have the power to act independently on economic reform."

With the constitution unclear on division of powers, Mr Kuchma claimed the power to appoint regional government heads, unilaterally establish the division of power between the president and the legislature and eventually replace the Brezhnev-era constitution.

He also appealed to international financial institutions for further aid, such as the \$40m promised at Naples' G7 summit, to promote reform. He said "we cannot solve energy problems on our own" and saw a need for external financing to cover the chronic balance of payments gap, now at \$3bn.

His speech was seen as a direct attack against the communist-dominated parliament which poses the greatest potential threat to reforms.



One pass saves frequent travellers a fortune.

Last year, British Midland successfully introduced Diamond EuroPass, an innovative money-saving season ticket for Europe.

Now we are pleased to announce a similar (and similarly unique) product that covers our major UK routes.

Our new Diamond Pass is available for flights between Heathrow and Glasgow, Edinburgh, Belfast, Leeds/Bradford and Teesside.

Priced at £699*, Diamond Pass is valid for 5 return trips over 3 months. So, as a frequent flyer, you'll get substantial savings of almost 40% compared to other airlines' business fares.

Diamond Pass holders can enjoy Diamond Service, plus full ticket flexibility, and Diamond Club membership, including access to our exclusive lounges.

So, while you enjoy all these benefits, you can congratulate yourself on the savings you've made with Diamond Pass.

And on choosing an airline that for innovation, service and value, is second to none.

For more details contact your local travel agent or call 0345-554554.

British Midland
SECOND TO NONE

Diamond Pass

Heathrow to:

Belfast
£381

Edinburgh
£451

Glasgow
£451

Leeds/Bradford
£321

Teesside
£361

*Compared to five return tickets at full Executive fares (excluding departure tax). All figures correct at time of going to press. *From 1st November 1994 a supplement of £25.00 per hour is payable to cover new UK Air Passenger Duty.

THE ONLY NAME TO LOOK FOR
IN A SUIT

NEWS: EUROPE

Russians bemused by 'Black Tuesday'

Either by accident or design, the government appears to have lost control of the rouble, reports John Thornhill

Russia is not the first country to experience the humiliating effects of a currency market in full flight - although few devaluations can compare with the rouble's fall, in speed and scale. Like many before them, Russian ministers and central bankers yesterday were like puppets tossed around by the savage forces of a panicking market.

The Russian media were quick to pronounce "Black Tuesday" following the "catastrophic fall" in the rouble. The reaction of ordinary Russians was one of stunned incomprehension.

No one in the streets knew what it would mean for the everyday economy. "Collapse? Hyper-inflation? We simply do not know," said one confused Russian. Currency exchanges shut their doors for "technical reasons" as anxious crowds milled around outside.

Mr Yuri Zarubin, who works at a computer company which sells software priced off the dollar was fearful of the effects, thinking his company's sales would be badly hit.

His wife, Olga, said: "All the prices will go up again and I do not know how we will buy the most basic things."

What cannot be measured is the psychological damage the rouble's fall will inflict. The value of the currency has great symbolic significance in Russia. A television advertisement for one Russian finance company envisages the day in 1999 when the dollar will have collapsed to a few kopeks against the mighty resurgent rouble. Such advertisements tap into a deep vein of Russian pride.

Throughout the summer the central bank appeared to have done a good job in busbanding the rouble. Indeed, in real terms it had appreciated against the dollar, encouraging

people to hold roubles to the benefit of the Russian government bond market.

Russia's reformist ministers spoke with pride about how they were winning the confidence of the people. Their economic stabilisation policies were having a visible effect. Russia was beginning to become a "normal" country once again.

How severely the government's economic programme will be jeopardised by the rouble's fall is - as yet - impossible to tell. The devaluation will undoubtedly bring relief to some parts of the economy - at least temporarily. The energy sector, in particular, which sells oil and gas abroad for hard currency, will make useful currency gains although they will also have to pay more for imported equipment.

The devaluation may also help domestic manufacturers compete more effectively against imports. The Russian government has been seeking to protect domestic industry by raising import duties.

The rouble's fall will have a similar effect. The relative price of imported goods will shoot up making life difficult for the western consumer goods manufacturers active in the Russian market.

In comparison with most countries, however, imports still represent a relatively small proportion of all traded goods - especially outside the big cities.

Some economists argue that it is far from certain that the rush into the dollar will necessarily fuel inflation. The critical test will be the effect the devaluation will have on the prices of domestic goods.

Some devaluations have

proved beneficial in retrospect and there is a certainly a benign interpretation that can be placed on the rouble's fall.

One western economist in Moscow says: "There are two ways of viewing it. The negative one is simply that the government has lost the trust of the people. The other is that the government is letting the rouble slide to help exchange rate stabilisation in 1995. On this view, the rouble's fall is a policy pursued by the government not imposed by the market."

At the government's budget meeting held at Sochi at the weekend, it is believed ministers discussed an extremely tight budget for 1995 with the aim of reducing the monthly inflation rate to 1 per cent. Credit emissions would be strictly controlled and a real attempt would be made to produce a stabilisation package for 1995.

But some ministers argued that trying to stabilise with the rouble at too high a level would inflict further unacceptable pain on Russian industry.

"At this new rate all opposition within the government to trying to fix an exchange rate next year has been eliminated. Previously there was a view that the stabilisation policy was too tough for Russian industry," says one source familiar with the discussions.

The government believes that perhaps as much as \$10bn of western money would be needed to stabilise the exchange rate but fears the IMF will not move quickly enough to support a new level. The IMF will face an agonising decision about the extent of its support following the rouble's latest collapse.



The rouble in trouble: a bank clerk posts the latest rates in a Moscow street

The danger for the government is that its plans, if such they are, might yet be defeated by the manner of their implementation. The problem perhaps is not so much the level at which the rouble now trades but the speed with which it has fallen.

There is not much the central bank can do to stabilise the situation if the rouble continues to run out of control. Mr

Victor Gerashchenko, chairman of the bank, threatened to raise interest rates to help defend the currency if the speculation continued but that would further damage Russian industry.

"The trouble is the government's credibility has been obliterated. It will now be that much harder to try to stabilise the currency next time round," one western banker said.

Irish PM's pay increase raises issues of state

The Irish prime minister, Mr Albert Reynolds, yesterday came under attack from opposition politicians over a proposed 17 per cent pay rise which they said would make him the second-highest paid head of government in Europe while he has one of the smallest countries to run. Reuter reports from Dublin.

The row broke out shortly after the resolution of a parliamentary dispute over top legal appointments between Mr Reynolds's Fianna Fail party and its junior Labour party coalition partner - which had briefly raised the prospect of an early general election.

The attack on Mr Reynolds' pay increase was led by Mr John Bruton, the leader of the opposition Fine Gael party. "We have a situation where our prime minister is the second-highest paid in Europe, while we are one of the smallest countries. He is now paid more than [British prime minister] John Major, who has a job which involves dealing with a population between 15 and 20 times as big as the one for which Mr Reynolds is responsible."

The pay increase would give Mr Reynolds, whose country has a population of 3.5m, an annual salary of around £100,000 (£98,240), compared with the £280,000 earned by German Chancellor Helmut Kohl, head of a nation of 76m people, and Europe's best-paid political leader.

Mr Bruton tabled a motion calling for the pay increase to be postponed but it was unlikely to be adopted by par-

liament, political sources said. Earlier, the Labour party leader, Mr Dick Spring, had raised the prospect of an election barely two years after the ruling coalition was formed by objecting to the naming of the attorney-general, Mr Harry Whelehan, as president of the High Court.

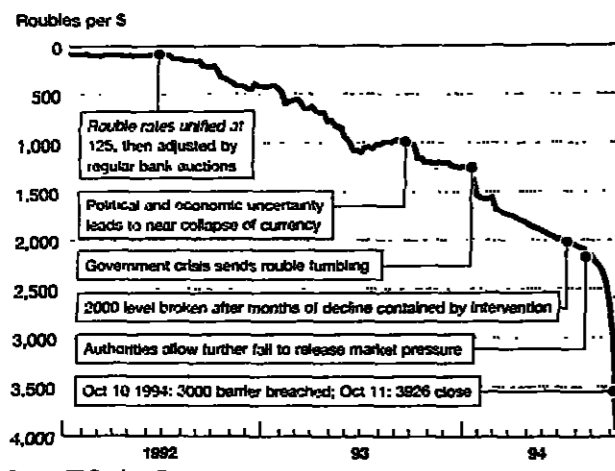
However, the government said a few hours before parliament reconvened after a 103-day summer recess that it would legislate to make changes to the way top legal appointments are decided.

This row had been seen as a trial of strength between Labour, whose popularity has been slipping in opinion polls, and its dominant government partner which might have held up an Anglo-Irish campaign to bring peace to Northern Ireland.

Mr Spring had said that the Labour party wanted to be consulted and involved in such top appointments and put forward alternative candidates which Mr Reynolds refused to accept. The dispute was smoothed over when it was announced that the government had accepted the recommendations of a parliamentary committee set up to mediate in the crisis and said legislative changes would be needed. The statement said a new High Court president would be named when the changes had been brought into law but gave no further details.

The announcement ended weeks of wrangling over the appointment which had raised Fine Gael's hopes of ending Fianna Fail's grip on power.

A currency market in full flight



Source: FT Graphite, Reuter



Boeing is a proud member of the World Travel & Tourism Council

TRAVEL. MEET YOUR NEIGHBOURS.

Reading about a culture is preparation for a trip. Not a substitute. Try to understand curry without tasting it. Chinese opera without seeing it. An evening breeze in Lamu without feeling it. The world is filled with wonderful places to see, interesting people to meet, rich opportunities to pursue. Go.



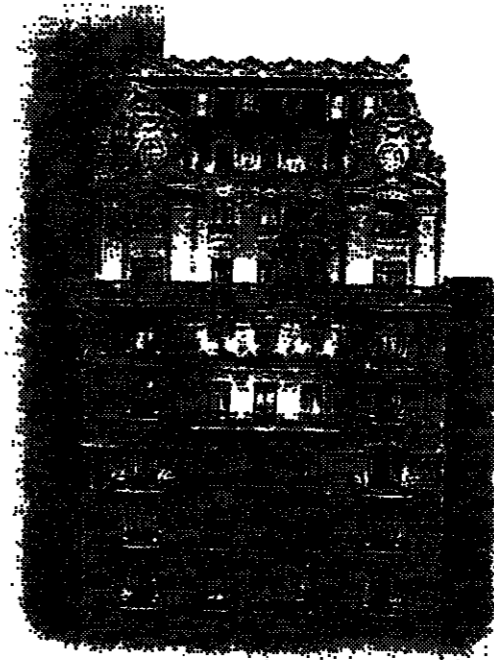
Appear in the
Financial Times on Tuesdays, Fridays and Saturdays.
For further information or to advertise in this section please contact

Karl Loynton on +44 71 873 4780
or Melanie Miles on +44 71 873 3308

FINANCIAL TIMES

The flight from Hong Kong was exhausting.
Like a godsend, Raphael showed up with the perfect cure for jet lag.

Or was it the butler at The St. Regis?



The St. Regis
NEW YORK

17TH AVENUE AT 51ST STREET, NEW YORK, NEW YORK 10022 * TELEPHONE 212 753 4500 * TELEX 148366 * FAX 212 767 3447
FOR RESERVATIONS CALL THE ITT SHERATON WORLDWIDE RESERVATION OFFICE NEAREST YOU OR YOUR TRAVEL SPECIALIST

Metal Agencies Ltd

- ALVAL** ALUMINIUM ROLLED PRODUCTS: Sheets and coils (plain, painted, corrugated, elucos and insulaplast), car stock, closure stock, thin and thick foil, litho-coils, hot rolled wide coils, circles and slugs.
- HALCOR S.A.** COPPER AND BRASS ROLLED, EXTRUDED AND DRAWN PRODUCTS: Tubes, ACR and liner grooved tubes, sheets, strips and bars.
- HELEVIC CABLES S.A.** POWER CABLES AND ENAMELLED WIRES: High and medium voltage transmission cables, distribution, industrial, mining, marine, control and auxiliary cables. Copper and aluminium overhead conductors and accessories. Enamelled wires.
- SIDENOR** STEEL PRODUCTS: Billets, concrete reinforcing bars, wire rod, merchant bars, hot rolled strip.
- ITEM S.A.** EXTRUDED ALUMINIUM PRODUCTS: Profiles (standard, special, architectural, etc.). Hard alloy machining bars. "ALUPAN" aluminium sandwich panel.
- VECTOR S.A.** ROLLED AND DRAWN COPPER AND COPPER ALLOY PRODUCTS: Circles, slugs, strips and special cast, coin blanks and carriage cups.
- FTT** COPPER AND BRASS EXTRUDED AND DRAWN PRODUCTS: Bars, profiles, wires and soldering rods. Aluminium wires.
- IBS** STEEL TUBES, GALVANISED OR BLACK FOR: Water supply, heating, natural gas. Fire mains. Construction. HOLLOW SECTIONS.

Surrey House, 114 Tilt Road, Oxbarn, Surrey GU10 2JL, UK
TEL: 0932 860250, FAX: 0932 867459, T.L.X. 817634

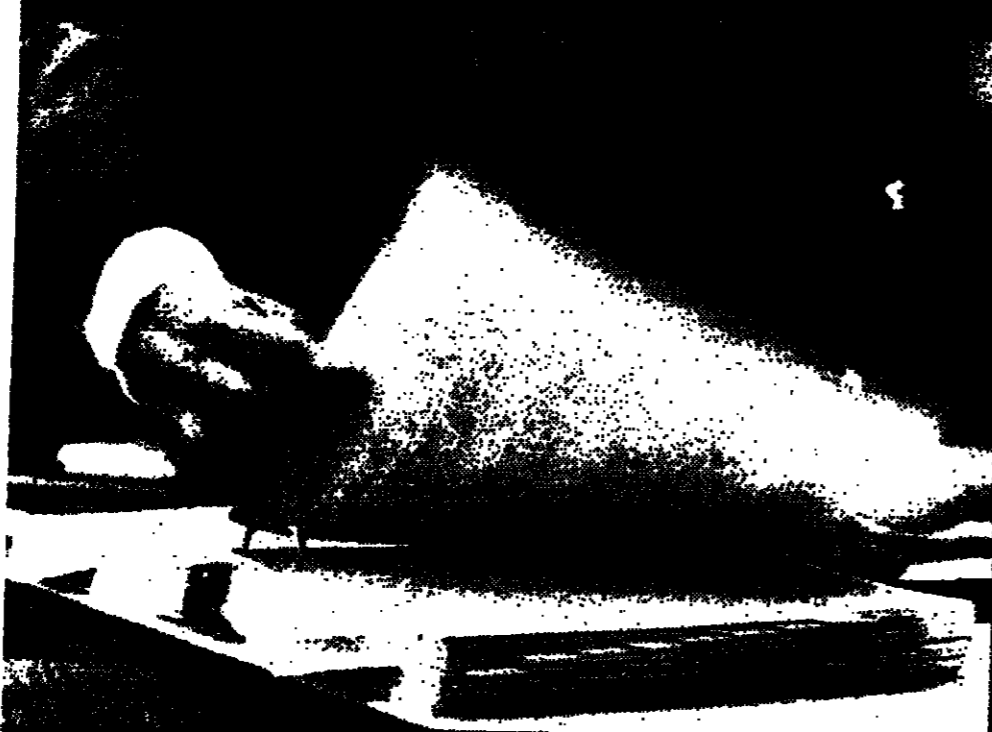
YOU NEED
CASH MANAGEMENT
AROUND THE CLOCK,
AROUND THE WORLD.



YOU WANT
UP-TO-THE-MINUTE
INFORMATION,
DOWN TO THE LAST DETAIL.



YOU NEED
LOCAL MARKET ACCESS,
AND GLOBAL
INTEGRATION.



YOU WANT A BANK THAT
DOES MORE THAN
MEET YOUR EXPECTATIONS.
YOU WANT A BANK THAT
EXCEEDS THEM.

Citibank combines technological innovation and professional expertise to create solutions based on your company's unique cash management needs. In 94 countries, no other bank can maximize your money's productivity like Citibank can.

CITIBANK 



Solace is discovered on distant shores

Jurek Martin finds President Clinton enjoying foreign policy success – for now

Not for the first time, a US president in domestic trouble has found temporary solace in foreign policy. For Mr Bill Clinton, the change may be bittersweet, but the sudden absence of serious criticism about his conduct of external affairs is worth savouring when his social reform programme at home lies in partial ruins.

On Monday night, he was able to go on national television and to exude confidence and resolve on two difficult fronts. Iraq's "reckless provocation" in the Gulf would be faced down by US military might and Haiti's military regime would keep its commitment not only to relinquish power but also to go into exile.

Mr Clinton was careful also to note the recent successful visits to the US by President Boris Yeltsin of Russia and President Nelson Mandela of South Africa. He could well have added the announcement in Washington last week of progress in negotiations between Israel and Jordan, and the current mission of his secretary of state, Mr Warren Christopher, to Syria.

If he had felt very bold, or mischievous, the president might also have mentioned the cessation of violence in Northern Ireland in the wake of US initiatives. He could even have taken satisfaction in the defusing of trade conflict with Japan.

Mr Clinton himself, who had cancelled a Monday campaign trip to New Jersey to tend to the Gulf, was able to leave for Michigan yesterday to raise funds for Democratic party candidates.

But the word from the White House – with Mr Leon Panetta, the chief of staff, now more firmly in control – was to keep talk of any political benefit in the mid-term US elections early next month to a minimum. "We'll leave that to the pundits," one anonymous official said.

That caution is probably well advised. The current public mood does not look kindly on foreign entanglements, though President Saddam Hussein of Iraq is enough of a popular villain after the 1991 Gulf war to be considered a special case. There may be admiration for the role by US troops in Haiti, but the US occupation is still viewed at home with much scepticism.

History also suggests, as Mr Kevin Phillips pointed out in a recent edition of his newsletter, *American Political Report*, that, although foreign "October surprises" may influence presidential elections, they have much less impact on the mid-term contests.

The only clear exception was the resolution of the Cuban



Still unconvinced: Oliver North spurs Clinton as commander

missile crisis in late October 1962, which cut projected heavy Democratic losses to only four seats in the House of Representatives, offset by a gain of two in the Senate. Mr Clinton would give his political eye-teeth for such an outcome on November 8.

More telling: the Camp David agreement on the Middle East. In September 1978, lifted President Jimmy Carter's standing in the opinion polls by 10-16

points, but most of that had faded by the following November, when the Democrats incurred losses. The US troop build-up in the Gulf in the autumn of 1990, after the Iraqi invasion of Kuwait was, to the US electorate, both controversial at the time and, in any case, overshadowed by poor economic news.

However, Mr Clinton and the Democrats can take momentary consolation from the fact

that the Republican party assault on the foreign policy front has been silenced, for now. Former officials of the Bush administration, including Mr Laurence Eagleburger, once a caustic secretary of state, have commended the president's resolve in the Gulf.

Mr Dick Cheney, ex-defence secretary, merely added the barb that it did not look likely that Mr Clinton would have to send Mr Carter to Baghdad to negotiate.

Criticism has emanated from the wilder shores. Mr Ross Perot, the 1992 independent presidential candidate who is urging his supporters to vote Republican on November 8, naturally thought the Gulf confrontation a put-up job to save Mr Clinton's skin.

Mr Oliver North, Republican candidate for the US senate in Virginia, announced that Mr Clinton was not "my commander-in-chief", and charged that he had eviscerated US defence capability and thus encouraged Saddam Hussein.

This caused embarrassment to Senator Phil Gramm, a Republican from Texas, who was at Mr North's side. Local pundits thought he might have made his first serious campaign mistake thereby. He certainly provided scope yesterday for Vice-President Al Gore, who called Mr North's statements "unpatriotic and

despicable", and said he was giving aid and comfort to a "foreign dictator".

The irony of Mr Clinton as an international tough guy, a role he did not come to office intent on playing, is not lost on the US public, but the transformation has won grudging approval in Washington. Both the state and defence departments, the object of much virulent criticism for nearly two years, suddenly seem in much surer hands, with rumours of more changes at the top quiet for now.

During one month, Mr Clinton has twice dispatched substantial US military contingents overseas. In Haiti, this may have been the only available alternative after much agony over policy – and at least the occupation was achieved with few guns blazing – but in the Gulf the second thoughts that have often seemed to paralyse his administration have not been in evidence.

Both missions could yet become messy, as happened in Somalia. The Gulf engagement, in particular, raises longer-term problems about how best to contain Mr Saddam if the Iraqis themselves cannot dispose of him. Still, for a beleaguered president, these may seem manageable after what happened to his ambitious domestic programmes.

US launches probe into car pricing policies

By George Graham in Washington

The US Department of Justice has launched an inquiry into pricing practices in the car industry.

Government anti-trust lawyers have asked the National Automobile Dealers' Association and several of its officers for information on the practice of no-haggle pricing.

Following the successful example of GM's Saturn subsidiary, many dealers have started to publish firm prices instead of following the traditional practice of publishing an unrealistically high label price, and negotiating discounts.

Some have also adopted the practice of "value-pricing", in which they sell some popular models with a package of normally optional extras at a single low recommended price.

But the Justice Department request for information spreads beyond pricing, and could herald a broad investigation of dealership arrangements in the industry.

None of the big carmakers has yet been contacted by the Justice Department, but all were asked to provide information earlier this summer for an investigation into their relationships with car hire companies.

That investigation appeared to focus on whether carmakers had cut back sales of heavily discounted vehicles to independent hire companies. Ford owns Hertz and an interest in Budget, while Chrysler owns the Dollar and Thrifty companies. GM is in the process of selling its stake in National Car Rental.

The US industry experienced years of relatively lax anti-trust enforcement in the Reagan and Bush administrations, which limited their challenges, for the most part, to cartel behaviour and horizontal mergers between competitors. However, the Clinton administration has shown more interest in vertical arrangements – either mergers between supplier and customer or contractual arrangements such as minimum resale price agreements which could raise prices for the consumers.

Both Ms Anne Bingaman, the Justice Department's assistant attorney general in charge of anti-trust, and Mr Robert Pitofsky, recently nominated to head the Federal Trade Commission, have expressed interest in reviving the enforcement of anti-trust laws against vertical arrangements.

US machine tool 'opportunity'

By Andrew Baxter

The US machine tool industry, in steep decline for more than a decade, has an opportunity to recapture a significant share of the global market it used to dominate, according to a report published yesterday by the California-based Rand research institution.

Machine tool builders in the US are benefiting by a strong surge in demand, technological advances and corporate restructuring, along with setbacks to rivals in Japan and Germany, says Rand's Critical Technologies Institute.

The \$4bn (\$2.5bn) US industry is relatively small and fragmented, but is strategically important.

"A weak domestic industry means that the US risks losing access to the latest

manufacturing technologies," says the report.

The US accounted for about 19 per cent of world machine tool production in 1981. However, by 1992, its share had slipped to about 8 per cent and its position in the industry from first to a distant fourth behind Japan, Germany and Italy.

In 1992, concerned by the US producers' collapse, Congress directed Rand to produce the report. It says Japanese producers filled orders more quickly with cheaper, more reliable products when US demand picked up after the 1981-83 recession.

In contrast, the US industry failed to rebound for various reasons. These included a lack of enough big producers, weak export capacity, and poor performance in the translating of technological

research into market advantage.

Many of these barriers remained but recent developments suggested a brighter future. In particular, domestic demand rose 25 per cent last year.

The report suggests the US government could foster development of local co-operative networks among small and medium-sized machine tool makers and users, invest in the manufacturing infrastructure so as to bolster the translation of research leadership into a production edge, and help US machine tool builders compete internationally.

The Decline of the US Machine Tool Industry and Prospects for its Sustainable Recovery: Vol 1: from Rand's Distribution Services, PO Box 2138, Santa Monica, CA, USA 90407-2138; \$26 including appendices.

Violence increases in Guatemala

By Edward Oriebar in Guatemala City

Violence and human rights abuses in Guatemala have increased greatly in recent months, despite the imminent arrival of a UN human rights monitoring mission, observers say.

Fighting has been intensified between government forces and left-wing guerrillas of the Guatemalan National Revolutionary Unity, who are due to restart stalled peace talks this month.

Mr Ronald Ochaeta, director of the Catholic Church's local human rights office, says there were 180 killings in August, at least 35 of them politically motivated, making it the worst month since the office opened five years ago.

The UN mission is expected to begin operating early next month, more than

seven months after the two sides signed an agreement calling for the immediate installation of such a mission.

The UN, which is mediating at the talks, had promised a mission in three months, but has dragged its feet, citing bureaucratic problems in approving finance. Diplomats say that UN officials have been reluctant to commit themselves to a mission while there was still armed conflict, despite making promises at the negotiating table. "We have to question the UN seriously," said Mr Ochaeta. "To a certain extent, the UN is responsible for what is happening at the moment."

The guerrillas announced in early August that they were suspending talks because the government had failed to comply with the human rights accord signed at the end of March. In that, the govern-

ment agreed that the army would stop pressing indigenous youths into its ranks, cease threats against popular leaders and human rights activists, and try to reduce the levels of violence.

But local human rights monitors say they have many complaints of forced recruitment in recent months, while threats and violence have continued unabated. The guerrillas have also violated the agreement, recruiting underage people and attacking civilian installations.

The guerrillas were pushed by the international community into signing an agreement in Oslo in June on setting up a commission to investigate war crimes during the 36-year conflict. The commission's mandate falls short of naming individuals who have committed atrocities, and will have no legal recourse.



HOW EVOLVED IS YOUR LONG HAUL AIRLINE?

If the majority of long distance travellers have anything to declare on arrival, it's usually the wish that they'd been treated a little better. With service at their convenience, not the flight attendant's. And an attitude more akin to "What can I do for you?" rather than "What do you want now?"

South African Airways flies some of the world's longest nonstop routes.

Which means we have to regard certain elements of our service as fundamental requirements, rather than competitive "edges". Good food, for example. In recognition of both quality and the rich variety of our menu, a worldwide award almost exclusively dished out to fine restaurants, the 'Chaine des Rotisseurs' Blazon Shield,

has been awarded to SAA for its culinary fare. And our wine list, which reflects the Cape's most outstanding wines, has been rated among the five best in the world by the much-trusted Decanter magazine.

But these elements alone will not allow us to promise you'll feel like the picture on the right. Only the cabin crew can do that. And only if they have the right attitude.

And whilst we appreciate that attitude is in the eye of the beholder, we believe it's not for nothing that SAA has been voted "Best Carrier to Africa" six years in a row.

SAA
SOUTH AFRICAN AIRWAYS

AFRICA'S WARMEST WELCOME.

DEBBIE WARDEN DOESN'T CARE IF YOUR SYSTEM IS MADE
UP OF HP, IBM, MICROSOFT, NOVELL OR WHATEVER.

SHE WILL MAKE IT WORK.

EDUCATION • LOGISTIC & PARTS SERVICES • INSTALLATION • BUSINESS RECOVERY • ASSET MANAGEMENT • PHONE-IN ASSISTANCE • NETWORK DESIGN • SITE PREPARATION • PERFORMANCE MANAGEMENT • FINANCING

Debbie Warden - Computer Systems Engineer

ASSET MANAGEMENT • EDUCATION • LOGISTIC & PARTS SERVICES • INSTALLATION • BUSINESS RECOVERY • PHONE-IN ASSISTANCE • NETWORK DESIGN • SITE PREPARATION • PERFORMANCE MANAGEMENT • FINANCING • SOFTWARE SERVICES • CONSULTING

She's one of over 17,500 HP service specialists worldwide. And no matter what hardware, software or network your system consists of, Debbie and her team are there to take care of it.

Whatever services you need, you'll find that HP Service and Support has little to do with our hardware. And everything to do with your system.

HP works on your side.

 **HEWLETT®
PACKARD**

BUSINESS AND THE ENVIRONMENT

The Japanese photo film industry is facing up to international pressure for a more environment friendly way to dispose of used photo development solution.

The country's photo film industry generates around 140,000 tonnes of used photo development solution a year, some 20 per cent of the world's output. The used solution is being placed in containers and then dumped into the sea.

However, dumping of industrial waste is to be banned at the end of next year under the London Convention, a worldwide treaty on sea pollution.

The Japanese environment agency is to put together its own legislation, which will be put into effect at the beginning of 1996.

Companies are now searching for alternatives to dumping, ahead of the London Convention. One option is to decompose the solution.

Attempts to do this have until recently been unsuccessful, as once the chemicals for development are combined into a solution, that solution becomes highly stable and difficult to decompose.

However, Fuji Photo Film, the country's leading photo film manufacturer, earlier this month announced the first technology to purify used photo development

Emiko Terazono looks at Japan's attempts to clean up the disposal of used photo development solution

Camera friendly

solution.

Toxic elements, including ammonia and nitrogenous compounds are eliminated from the waste solution by microbial decomposition and oxidation using a metal catalyst, leaving only water and salts. The company has installed a Y300m (£1.8m) demonstration system in eastern Japan, and officials say since incineration is not involved, nitrogen oxides and other gases are not emitted. However, the prototype system for commercial use is expected to take more than two years to develop.

Konica has already partially solved the solution waste problem

with its waste water recycling machine, developed with Tokyo Electric Power, the electric utility concern.

The machine, sold commercially since the beginning of last year, allows retail photo development laboratories to condense the used development solution to less than a tenth of the original amount.

The machine is integrated into the company's "mini-lab" photo operation, a computer-controlled development system which costs Y5.8m for one version and Y7m for a higher capacity machine. Using heat and pressure, the solution is divided into water and sludge. The

water can be reused in the photo lab for photo development, while the sludge is collected by a subsidiary of Konica for incineration.

An average lab which produces 20 plastic tanks containing 20 litres of the solution in each, will only have to deal with seven, 5-litre bags of sludge when using the machine. Lab owners can also save on storage space and do not have to transport heavy tanks of waste.

Moreover, Konica says the machine is cost-effective as well as environment-friendly. By using the recycled water and cutting down on waste collection fees, the company believes that users who develop 50 rolls of film daily can save up to Y20,000 a month. So far, the company has sold around 600 units and last month started full production of the "mini-lab", manufacturing 1,500 units a year.

Meanwhile, Konica announced last month that it expected the introduction of chemical tablets to replace the traditional chemical solutions - to increase sales. The tablets are dissolved in water and come in plastic cartridges which are collected and reused.

Konica says that because the tablets are not messy, are easy to carry around and eliminate errors when mixing several chemicals together they are extremely user friendly.

Putting value on variety

Does biodiversity - the preservation of wide varieties of species - have any economic value? Since biodiversity was one of the goals adopted by environmental policymakers at the Rio earth summit, the question is highly topical.

On the face of it, the answer seems to be no, or very little. A stretch of rain forest rich in plant, animal and insect life does not have enough value to prevent people chopping it down and selling the timber for short-term gain. So how can its value be enhanced to persuade people to leave the forest alone?

Professor David Pearce, the environmental economist who has made a career out of pricing the environment, believes it can be done. In a new book* he says that biodiversity might be able to compete with alternative land uses if there was greater parity between the two.

The trouble is that alternative uses tend to enjoy special treatment, such as tax breaks or distorted property rights. "This," he writes, "is one dominant reason why more investment in biodiversity does not automatically take place."

There is a further reason: the absence of what Pearce calls "global markets in the benefits of biodiversity". In particular, developing countries find it difficult to exploit their biodiversity because no one is willing to pay enough for it.

For example, industrialised countries do not put a value on the ability of rain forests in the developing countries to soak up carbon from the atmosphere. Pearce argues that poorer countries need more help from richer ones and from multilateral institutions, such as the World Bank's Global Environment Facility, to extract this value.

Even so, Pearce believes that there are many cases where biodiversity pays: wetlands with potential for human use, and tropical forests that could yield between \$3,000 (£1,900) and \$7,000 per hectare, which Pearce says is "clearly attractive".

**The Economic Value of Biodiversity*, by David Pearce and Dominic Moran. £12.95. 172pp. Earthscan, 120 Pentonville Road, London N1 9JN. Tel: (071) 278 0433.

David Lascelles



Cyril Cole (right) shows Silver Lapwing judges his environment-friendly farm

Farming the green fields

Deborah Hargreaves on a farmer mixing commerce and conservation

For the past 14 years Cyril Cole has been farming in a more environmentally friendly way on his mixed-stock farm, Lower Ash Moor, between Triverton and South Molton in Devon. He has dug ponds, planted trees and fenced off hedges to prevent the cows eating them.

Last year he became involved in more extensive conservation when he took over 30 acres of Culm grassland to manage under the Countryside Commission's stewardship scheme.

He keeps this land in a traditional state, applying no fertiliser or lime to the fields - just cutting the grass in August - where more than 130 species of plants and wild flowers thrive. The scheme pays him £28 per acre which goes towards interest on his bank loan for purchasing some of the land.

Cole's efforts will be recognised today when the farm is announced as the winner of the Silver Lapwing award sponsored by Booker Countryside, part of the agribusiness group.

The award is presented annually

to the agricultural holding which has done most to combine wildlife conservation and landscape improvement with a commercial farming business.

Cole's holding is in a difficult farming area just on the edge of Exmoor. It has a high rainfall and short grazing season for his 40 dairy cows, 60 cattle and 70 breeding ewes. However, Cole manages to combine many traditional skills with running a viable business.

He is currently being paid by the Countryside Commission to restore the high "Devon bank" hedges that flank the grasslands.

Cole trims bushes on the side of hedges to make room for plants such as heather, honeysuckle and primroses, and digs a ditch at the bottom of the hedge to provide a moist habitat for toads, frogs and lizards. He has surrounded many fields with ditches to create "corridors" for small animals.

Cole has found so much interest in his conservation efforts that he is considering setting up a farm trail and provide access for local schools.

Akira Fukano, a researcher at Fuji Photo Film, is displeased when people talk of the company's "disposable" cameras. This is a misnomer, he says, since almost all of the camera is reused or recycled.

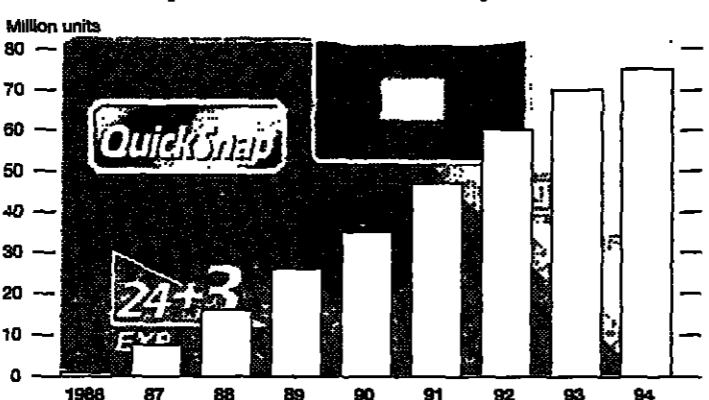
The company insists the device be called a "film with a lens", although when it was first marketed in 1986 the idea was to throw away the lens and shutter apparatus once the film was used.

But in 1990, Fuji launched its recycling centre and today more than 70 per cent of the parts, including the lens, flash and shutter are tested and reused. Other components, such as the outer cardboard box and batteries, are sent to outside recycling companies.

But, which has been followed down the recycling path by other photo film companies, including Konica, Kodak, and Agfa, has about 80 per cent of the domestic disposable camera market. It invested Y1bn (£6.27m) in its first automated line in 1992 and another Y1bn in its fully automated system the following year.

Earlier this year, it won an award from the ministry of international trade and industry for its environment-friendly system.

Sales of disposable cameras in Japan



Mr Fukano says the key to the high reuse ratio is product development. "Recycling parts is fine, but it's better for the environment to reuse the component as it is," he says.

This has meant using quality parts, which can be used over and over again, and meticulous quality testing systems which pick out used components that are damaged.

To enable easy dismantling by machines, the components, screwed

together in the original version, are shaped to allow them to be simply fitted together. To limit the amounts of materials used in a product, miniaturisation has also been important. The company has reduced the camera weight by 20 per cent to 40g.

But there are costs for recycling. Fukano admits that a recycled product is more expensive than a completely new one because of the initial development costs and the running costs for collection and

storage of used cameras.

Fuji, and the other photo film companies, are also facing competition from the large supermarkets selling their own-brand disposable cameras.

A further problem is that the recycling process relies on the film processing labs to return used parts to the manufacturers. While this helps to create a link between consumer and processing lab, some labs, including those belonging to the large supermarkets, have used the parts from Fuji cameras, as well as their own, to produce new branded disposable cameras.

After Fuji protests the retailers have agreed to stop, but some independent labs are still using used parts. For example, Nihon Jumbo, a fast growing film processing chain, reuses parts from leading manufacturers' products. The company says it has a right to recycle parts from used cameras and is not obliged to return them to the maker since the consumer has "thrown them away".

Fuji says, however, that sales of recycled products by processing laboratories pose little threat to its market position.

ET



Mitch Harris, Human Resources Manager Resins, North America.

I know them all

"Human resources managers shouldn't spend too much time behind their desks. Here, they call me the hands-on manager because I'm constantly out meeting our people. I know the employees in the Resins business unit personally. That's im-

portant because it's my job to make sure that Akzo Nobel's human resources programs meet the personal and professional needs of each and every employee. And these needs vary at each of our five plants, with each local culture,

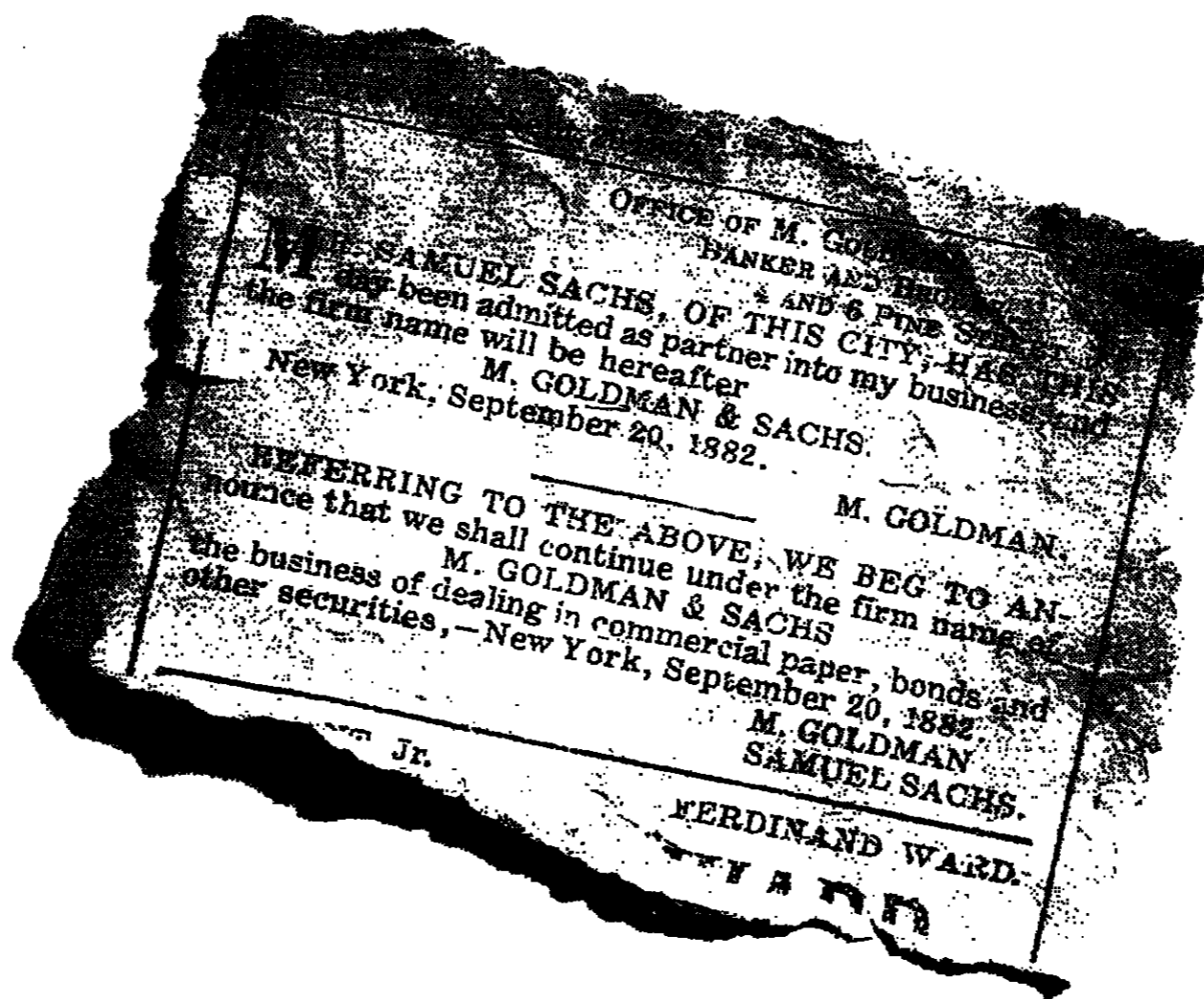
and with each employee's individual situation. Akzo Nobel respects these differences. I'm not just developing programs; I'm creating the right chemistry between me and my 'customers', the employees and their families."

Akzo Nobel is one of the world's leading companies in selected areas of chemicals, coatings, health care products and fibers. More than 75,000 people, active in 50 countries around the world, make up the Akzo Nobel workforce. For more information, write or call: Akzo Nobel nv, ACC/F12, P.O. Box 9300, 6800 SB Arnhem, the Netherlands. Telephone (31) 85 66 22 66.

CREATING THE RIGHT CHEMISTRY

AKZO NOBEL

KOMERČNÍ BANKA, a.s., Head Office, P.O. Box 639, Na Příkopě 22, 114 07 Praha 1, Czech Republic
Tel. ++42 (2) 2402 1111 Fax: ++42 (2) 2424 3020, ++42 (2) 2402 3065 Telex: 121 831 SWIFT KOMB CZPP



125 YEARS HAVE TAUGHT US THE VALUE OF PARTNERSHIP.

Over a century ago, on Pine Street in downtown New York City, two individuals launched a partnership. Today, our partnership continues to thrive in 30 offices

WORKING
SINCE
1869

around the world. We have remained a partnership because it inspires teamwork, creativity and dedication – qualities that are vital to building and sustaining strong client

relationships. It is a way of doing business built on the belief that when people are dedicated to working together, excellence and innovation result. Therefore, this year,

Goldman
Sachs

we celebrate not just our anniversary, but our strong commitment to each other and to our clients. It is a commitment that has served our clients and our firm well for 125 years.

TRANSPORT - Cont.[illegible][illegible][illegible]

2.3	21.6	report of any compar
2.2	21.5	Please quote the
0.5	—	081-770 0770 (open
3.7	11.6	weekends) or Fax 081
5.8	—	from outside the UK,
3.5	—	or fax +44 81 770 352
2.8	21.4	the next working day,
2.9	18.2	
1.9	17.1	
0.4	—	
2.2	20.8	FT Chtylene
4.1	—	Up-to-the-second share
2.2	16.0	telephone from the FT
3.2	—	Monday's share price pa
3.9	15.1	An international service
2.5	8.5	outside the UK, annual s
3.9	—	Call 071-873 4378 (+44 7
5.3	2.1	for more information on F
4.5	—	

If you haven't read the previous pages
you may well be behind The Financial Times.



FINANCIAL TIMES
Conferences

*Quality business information –
quality business contacts*

Published by Financial Times Conferences, Designed & Produced by First Financial Advertising Ltd, Layout & Setting by Dillon Studios



FINANCIAL TIMES
Conferences

For details see over →

Financial Times, the
use in management
Open minded business
people sought who need
contacts and information
to fill a gap in their busi-
ness lives. Good listeners
preferred.
When a pro-
fessional man
ed sth
This Man
clos
life,
cha
yo

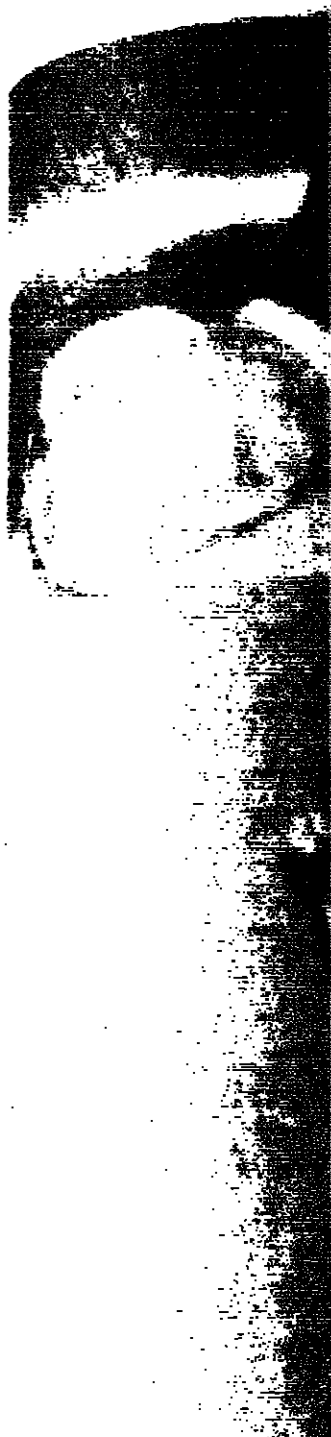
Positive means of clearing a path to the
Either an advertisement or
The Pack is not only
negative

What is

October 12 1991
San Francisco

estors

my A.A.
NT 1991



PAST SPEAKERS PAPERS

The following is a list of the available speakers' papers from last year's conference programme, together with some of the key speakers and topics. They are available fully bound, and cost £230. To order, please use the relevant section of the application form on page 15. (Titles as at time of conference).

International Packaging and the Environment

October 1993, London. Speakers include:
German Packaging Legislation
Mr. Clemens Stockmann
State Secretary, Minister for the Environment,
Federal Conservation & Nuclear Safety,
Germany
EC Rules for Packaging and Packaging Waste
Mr. Hans-Joachim Lauth
Director General, European Commission
Environmental Policy
Environmental Commission of the European
Communities

After the Recession - World Commercial

November 1993, London. Speakers include:
Towards the Era of Mega-Corps and
Multinationals
Mr. Sheikh bin Saad Al Maktoum
President, Department of Civil Aviation,
Dubai, Chairman Emirates
Prospects for Air Transport in the Asia-Pacific
Region
Mr. John R. Brown
Chairman, Mitsui Bussan
November 1993, London. Speakers include:
Energy 2000
Mr. John R. Brown
Chairman, Mitsui Bussan

World Electricity

November 1993, London. Speakers include:
Germany's Future Energy Policy
Mr. Hans-Joachim Lauth
Director General, European Commission
Energy 2000
Mr. John R. Brown
Chairman, Mitsui Bussan

The Fifth FT Petrochemical Conference

November 1993, London. Speakers include:
Corporate Governance and the Global Chemical
Industry
Mr. Robert D. Kennedy
Chairman, Shell International Chemical Corporation
Chairman, Shell International Chemical Corporation
Chairman, Shell International Chemical Corporation

The Economics of Rail Privatisation

November 1993, London. Speakers include:
The Rail: How to Manage the Transition
Mr. John R. Brown
Chairman, Mitsui Bussan
Chairman, Mitsui Bussan
Chairman, Mitsui Bussan

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

THE EUROPEAN WATER INDUSTRY

The European water industry is going through a period of unparalleled change. Government and Commission directives on treatment of waste, water quality standards and pricing structures have placed cost and operating pressures on Europe's water companies. International privatisation and infrastructure redevelopment in many countries offer the potential of lucrative contracts, but the risks can be substantial. This established annual meeting will look at how these and other important issues are likely to impact on the European water industry of the future.

Asian Electricity

April 1994, Hong Kong. Speakers include:
Mr. Robert D. Kennedy
Chairman, Shell International Chemical Corporation
Chairman, Shell International Chemical Corporation
Chairman, Shell International Chemical Corporation

World Commercial

November 1993, London. Speakers include:
Towards the Era of Mega-Corps and
Multinationals
Mr. Sheikh bin Saad Al Maktoum
President, Department of Civil Aviation,
Dubai, Chairman Emirates
Prospects for Air Transport in the Asia-Pacific
Region
Mr. John R. Brown
Chairman, Mitsui Bussan

World Electricity

November 1993, London. Speakers include:
Germany's Future Energy Policy
Mr. Hans-Joachim Lauth
Director General, European Commission
Energy 2000
Mr. John R. Brown
Chairman, Mitsui Bussan

The Fifth FT Petrochemical Conference

November 1993, London. Speakers include:
Corporate Governance and the Global Chemical
Industry
Mr. Robert D. Kennedy
Chairman, Shell International Chemical Corporation
Chairman, Shell International Chemical Corporation
Chairman, Shell International Chemical Corporation

The Economics of Rail Privatisation

November 1993, London. Speakers include:
The Rail: How to Manage the Transition
Mr. John R. Brown
Chairman, Mitsui Bussan
Chairman, Mitsui Bussan
Chairman, Mitsui Bussan

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

Doing Business with Spain

December 1993, Madrid. Speakers include:
The Economic Challenge of a New
Government
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry
Mr. Juan Carlos Rodríguez Cordero
Minister of Economy, Finance and Industry

DOING BUSINESS WITH SPAIN - SPAIN COMPETING IN EUROPE

This year's Financial Times conference on Spain comes at a time when the country faces complex political and economic challenges. At the centre of the national debate is Spain's ability to achieve a sustainable growth that will allow it to deliver a credible convergence programme with the richer economies of the European Union. In the second half of the next year Spain will hold the presidency of the E.U. Prime Minister Felipe González is attempting to regain the initiative after the worst 12 months of his 12 years in office. A steep recession, the most severe in Spain's living memory, and a succession of corruption scandals, contributed to strong gains by the centre-right opposition in June's European elections and in the concurrent vote to re-elect the regional parliament in Andalusia, the former bastion of support for the ruling socialist party.

Worldwide Business

Three years after starting on the road towards economic liberalisation, India is beginning to see the fruits of its efforts to integrate its economy with the rest of the world. Foreign trade is growing, as is the inward flow of foreign investment. Indian companies are busy restructuring their operations to meet the challenge of international competition, while foreign companies are planning and making moves to establish or expand their businesses in India. Yet much more needs to be done before the economic modernisation of India is complete. Key state-controlled industries, including electricity, telecommunications, and transport, suffer from chronic under-investment and over-manning. Businessmen complain that the bureaucracy still exerts a stifling influence over commerce. India lags behind many other developing countries in providing its people with education and health services.

Worldwide Business

The government of Mr. P. V. Narasimha Rao, the Prime Minister, is aware of the challenges it faces. Three years is a short time in the life of a nation of 900 million with an ancient history. It will take much longer to finish the work which Mr. Narasimha Rao's administration has begun, but the foundations have been laid for a more modern, more prosperous and more outward-looking India.

Worldwide Business

Speakers list has yet to be finalised.

Worldwide Business

In association with FT Power in Asia.

Worldwide Business

Speakers list has yet to be finalised.

Worldwide Business

Speakers list has yet to be finalised.

Worldwide Business

Speakers list has yet to be finalised.

Worldwide Business

Speakers list has yet to be finalised.

Worldwide Business

Speakers list has yet to be finalised.

Worldwide Business

Speakers list has yet to be finalised.

Worldwide Business

Speakers list has yet to be finalised.

Worldwide Business

Speakers list has yet to be finalised.



ENERGY & UTILITIES

Subject: WORLD ELECTRICITY*
Location: LONDON
Date: NOVEMBER 7 & 8 1994

An annual overview of the electricity industry which regularly attracts senior businessmen from around the world.

Against a backdrop of rapid change and considerable opportunity this year's conference will examine the continuing global trends of deregulation and liberalisation and the competitive environment that this creates, with reference to specific country case studies. In addition we will also cover developments in Eastern and Central Europe, cross-border purchasing, the development of new fuels and new technologies in power generation, as well as other important topics.

Speakers:

Mr Richard E D Caldwell,
Head of Government & Overseas Relations,
The National Grid Company plc
Commissioner Norman D Shumway,
California Public Utilities Commission
Dr Daniel Dedering, Energy Director Continental Europe, Air Product Management SA, Deputy President, International Federation of Industrial Energy Consumers
Professor Leigh Haender, Department of Law, Erasmus University, Rotterdam
Mr Marc R Ledbetter,
Capability Programme Manager,
Battelle Pacific Northwest Laboratory
Mr Ian Brown, Senior Adviser,
The EC Energy Centre, Hungary
Mr Antony Froggatt,
International Nuclear Campaigner,
Greenpeace International
Professor John H Cheshire, Head of the Energy Programme, Science Policy Research Unit, University of Sussex
Mr Walt Patterson, Senior Research Fellow,
Energy and Environmental Programme,
The Royal Institute of International Affairs
Mr Michael Brown, Secretary, Cogen Europe
Mr Stefan Jonsson, Chairman,
Nykomb Synergies AB
Mr Marcus Nurdin, Managing Director,
World Fuel Cell Council
Dr Gregory J Yurek,
President and Chief Executive Officer,
American Superconductor Corporation
Mr Han Lundgren, Adviser, Vattenfall AB
Mrs Harvella Asameh,
Attorney Advisor, Office of General Counsel,
International & Legal Policy,
Department of Energy, USA

In association with FT Power in Europe.

NINTH EUROPEAN PETROLEUM & GAS CONFERENCE*

Location: AMSTERDAM
Date: NOVEMBER 15 & 16 1994

Over the last twenty years the European refining industry has experienced much change, not least because of the collapse of the heavy fuel oil market. Oil product demand in Europe, as elsewhere in the world, is dominated by the ever-present and increasing call for automotive, railway, aviation and marine transport fuels. Inevitably, this pattern of demand has influenced the design and operation of European refineries.

There have been other changes. Great advances have been made in refinery technology, especially in the computerisation of refinery systems and processes. Also, national and international environmental regulations have imposed stringent limitations on the disposal of gaseous, solid and liquid wastes from petroleum processing plants. These new environmental policies add to plant operation and investment costs, and carry heavy penalties if not enacted. The papers given at this conference on environmental issues and the European refining industry are presented in association with the European Petroleum Industry Association, EUROPIA.

Possibly, the most important change of all in the last two decades, has been the incorporation of Eastern Europe into the overall European refining and product market.

A panel of international experts will analyse and discuss these issues from a forward-looking 1994 standpoint, bearing in mind that investment and operational decisions taken now will determine the shape of the European oil refining industry into the next century. Timed to coincide with The Petrotech 94 Exhibition

Speakers:

Mr Frans van Dongen, Managing Director,
International Cooperative Petroleum Association (ICPA)
Mr Tomohiro Taniguchi, Director of the Office of Oil Markets and Emergency Preparedness,
International Energy Agency
Mr Phil Trimmer, Manager - Strategy and Forecasting, BP Oil International
Mr Lara Nelson, Managing Director, Scanraff AB
Mr James J Dugan, Chief Executive Officer,
Kellogg Limited
Mr Mohammed Saleh Shaikh Ali, Chief Executive,
The Bahrain National Oil Company
Mr Gilbert M A Portal, Secretary General,
European Petroleum Industry Association (EUROPIA)
Mr Prudente Pereira, Head of Unit, Urban Environment (DGIIIB3), European Commission
Mr Jef Decaluwe, Secretary General, CONCAWE
Mr Jean-Pierre Reynier, The Secretary General,
European Automobile Manufacturers Association
Mr John Saller, Chairman, Environmental Law Group, Denton Hall

Mr Chris Baxter, Vice President, The Chase Manhattan Bank, NA
Mrs Larisa V Vasilko, Director of Marketing Research (Oil Products and Petrochemicals), RBM-Eurochems Co Ltd, Principal Consultant, The Central Institute of Information and Economic Studies

PETROCHEMICAL INDUSTRY

Location: LONDON

Date: NOVEMBER 21 & 22 1994

Just how far has the centre of gravity shifted? Asia's outward looking trade and industrial policies have already transformed the region's industrial structure and underpinned sustained growth. What part has the traditional petrochemical powerhouses of Europe, the USA and Japan to play in this new world order?

In this sixth prestigious Financial Times petrochemical conference a truly international forum of top flight speakers tackle the fundamentals and the future of this key industrial sector. This year the industry's founding fathers - from Europe, the USA and Japan - will appraise their domestic markets. While voices of the future present further insight into the dynamics of markets that promise to outpace growth in the rest of the world.

Combine this chance to hear some of the industry's most influential leaders with an opportunity to discuss business with potential partners and customers...

Speakers:

Mr Bob Wilson, President, Exxon Chemical International Inc
Mr Julia Nantunan, Chief Executive Officer, Borealis Holding A/S
Dr David S Glass, Director, Chem Systems Limited
Mr Ian Bird, Vice President, Government Affairs, Waste Management International Services Limited
Mr Mohammad Al-Kattari, General Manager, SABIC Europe Ltd (SEL)
Mr Brian K Sanderson, Chief Executive Officer, BP Chemicals
Mr James E Flagg, Executive Vice President, Chemicals Sector, Amoco Corporation
Mr Hiromasa Yonekura, Director, Sumitomo Chemical Company Limited
Mr Nyun The Kim, Director of Chemical Business Planning, Yuktong Limited
Mr Ahmad Rahgozar, Managing Director, National Petrochemical Company, Iran

In association with Chemical Matters.



WORLD GAS*

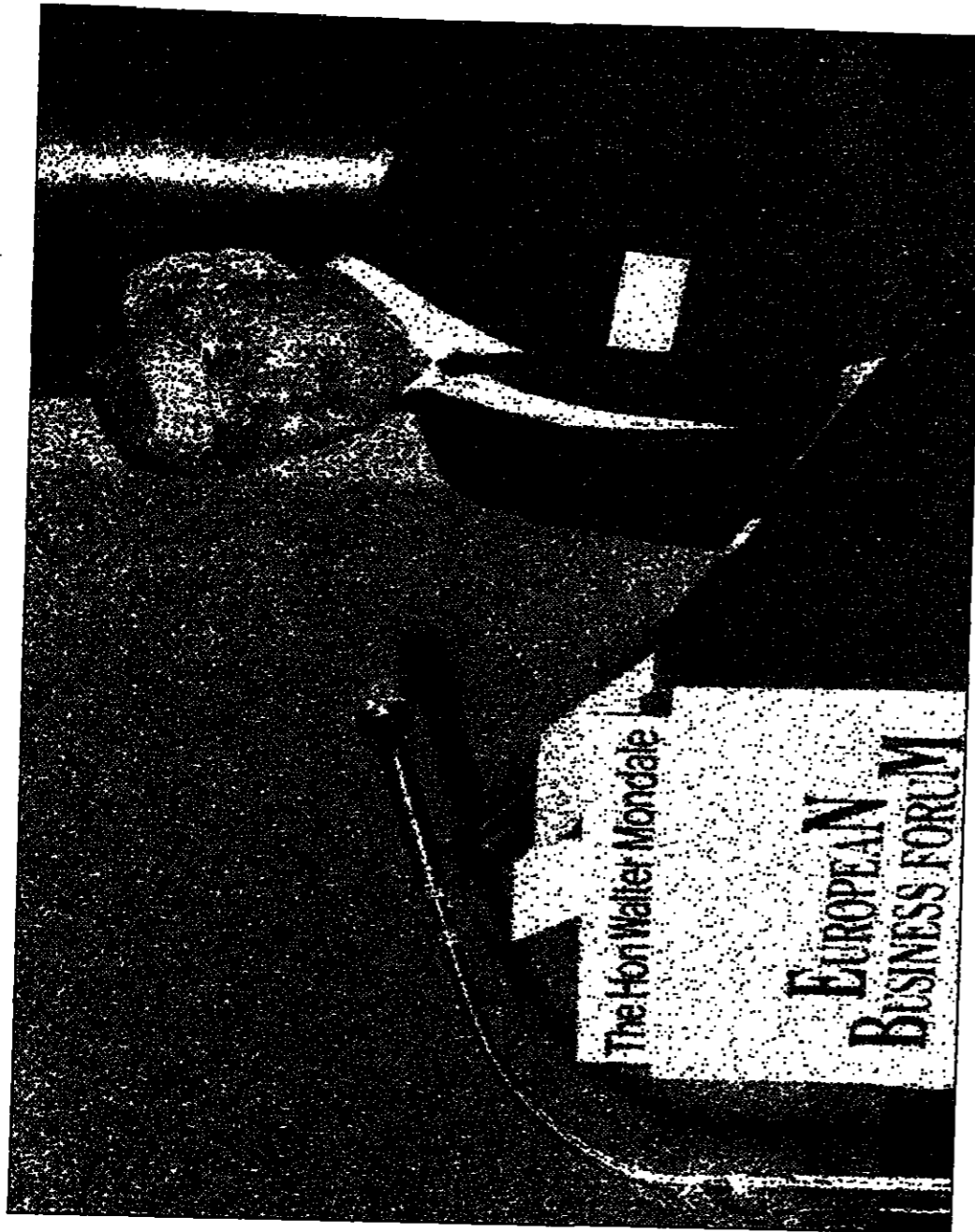
Location: LONDON

Date: FEBRUARY 1995

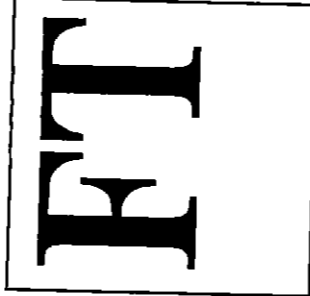
Gas is widely viewed as the fuel of this decade with production and use growing strongly worldwide. With the advantages of being seen as an environmentally friendly fuel and reserves that are set to out-strip oil, will the gas business fulfil its widely held promise or are the expectations being set too high?

This annual high level forum will review the possibilities. Speakers list has yet to be finalised.

In association with FT International Gas Report.



forthcoming



FINANCIAL TIMES Conferences

LISTINGS	
TRANSPORT	8
PHARMACEUTICALS	8
BANKING & FINANCE	8
ENERGY & UTILITIES	10
WORLDWIDE BUSINESS	11
EASTERN EUROPE	12
COMMUNICATIONS	12
CONSUMER/MISCELLANEOUS	14
REGISTRATION FORM	15

Financial Times Surveys - Conferences marked with an * have been timed to coincide with special features appearing in the FT Newspaper. For further details of these supplements and advertising opportunities within them phone or fax the Survey Hotline in London on:

Tel: (+44) 171 773 3763 Fax: (+44) 171 873 3098

cash to \$2bn
bank rescue
as barriers



TRANSPORT

Subject: LONDON MOTOR
Location: LONDON
Date: FEBRUARY 20 1995
A highly respected and well supported annual one day conference covering key issues and trends in the UK Motor industry.
Concentrating mainly on the down-stream side of the sector this conference regularly attracts the heads of the leading British automotive companies.
Speakers list has yet to be finalised.

Subject: WORLD MOTOR
Location: FRANKFURT
Date: SEPTEMBER 12 & 13 1995
Tried to coincide with the biennial Frankfurt Motor Show and widely regarded as Europe's highest profile industry conference. This event gathers together the leaders of the international automotive industry to discuss important global and regional developments and to look ahead to potential future trends and strategies.
Speakers list has yet to be finalised.

Subject: EUROPEAN TRANSPORT
Location: LONDON
Date: MAY 1995
The development of the single market and the coming into force of the Maastricht Treaty have pushed transport infrastructures near the top of the European Union's political agenda. Neither the full economic benefits of the single market nor a swifter development in the economies of central and eastern Europe can be achieved unless people and goods are able to move around all of the European territory efficiently and easily.
This annual conference will debate current developments, opportunities and concerns in the European transport sector.
Speakers list has yet to be finalised.

Subject: WORLD AEROSPACE AND AIR TRANSPORT
Location: PARIS
Date: JUNE 1995
Financial Times aerospace conferences have developed an enviable reputation for quality over the last two decades, regularly attracting chief executives and presidents of the world's leading aviation and aerospace companies.
This annual event, timed every second year to immediately precede the Paris Air Show, will debate the current major issues in the industry, from regulation and de-regulation, to restructuring and financing.
Speakers list has yet to be finalised.

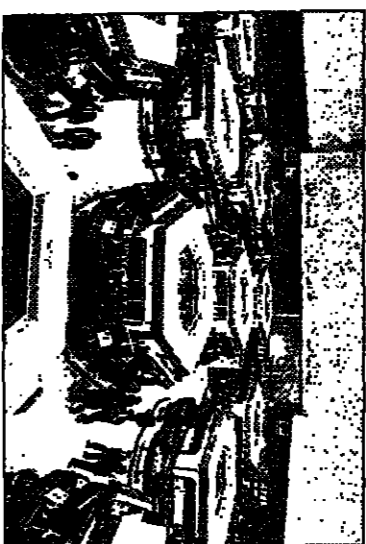
Subject: BIOTECHNOLOGY - A REVOLUTION IN THE MAKING
Location: LONDON
Date: DECEMBER 13 & 14 1994
Biotechnology is still in its infancy as an industry but has the long term potential of opening up vast new scientific and medical horizons. However uncertainties remain, is the potential exaggerated? How can the public perception of biotechnology be improved? Will the legislative environment help or hinder growth? And more fundamentally who is going to fund the research and development?



This high-level forum will address these and other key issues.

Speakers:
Dr Trevor M Jones, Director-General, The Association of the British Pharmaceutical Industry
Professor Dr Horst Dieter Schumacher, Biotechnology Co-ordinator, Bayer AG
Mr Carl B Feldmann, President, Biotechnology Industry Organisation
Mr Keith McCullough, Chief Executive, British Biotechnology
Dr Paul Haycock, President and Chief Executive Officer, Canab Pharmaceuticals Research Limited
Dr Chris T Evans, Chief Scientific Officer, Chiroscience Limited
Professor Dr Jürgen Drews, President, International Research and Development, Hoffmann-La Roche Inc
Mr Teoh Yung Sui, Director/General Manager, Singapore Bio-innovations Pte Ltd
Dr Peter J Felner, Chief Executive Officer, Celtech Limited
Mr G Steven Burrill, Managing Director, Burrill & Cores
In association with FT Biotechnology Business News

Subject: WORLD PHARMACEUTICALS
Location: LONDON
Date: MARCH 20 & 21 1995
Europe's highest profile industry conference will bring together a truly international gathering of delegates and speakers.
The pharmaceuticals sector is currently experiencing a period of major reform and change, highlighted by a series of major international mergers. This conference offers the perfect opportunity to gain an insight into current issues and future trends by listening to and questioning industry leaders, government reformers, analysts and fellow delegates.
Speakers list has yet to be finalised.
In association with Coopers & Lybrand and FT Pharmaceutical Business News

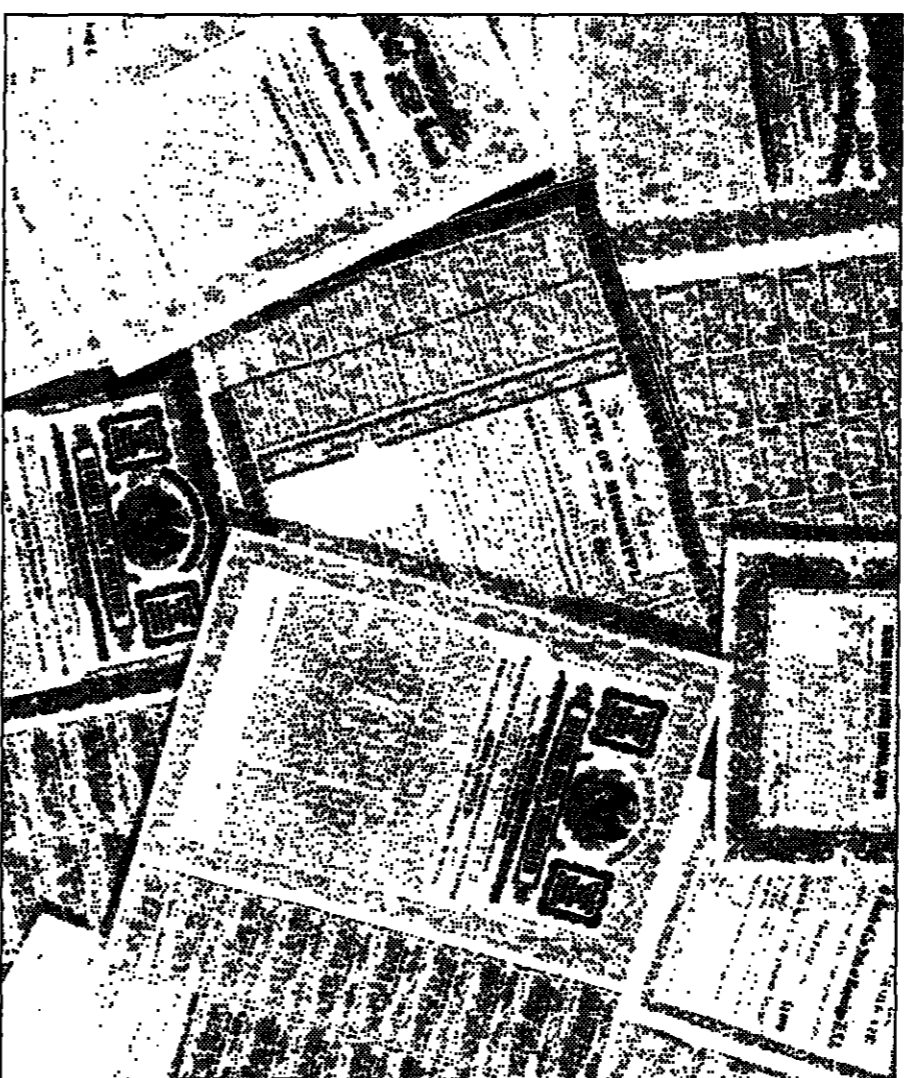


BANKING & FINANCE

Subject: CORPORATE RISK MANAGEMENT & THE INTERNATIONAL INSURANCE INDUSTRY
Location: LONDON
Date: NOVEMBER 3 1994
Over the last five years more and more companies have turned to techniques such as loss control, risk financing and self-insurance to more effectively manage their insurance needs. Some companies are increasing the amount of risk they retain on their own books, while others are forming 'captive' insurance subsidiaries dedicated to insuring their own risks and allowing direct access to the reinsurance market.
The number of employees owned by the UK's top 250 companies have more than doubled in the last five years. The recent hardening in the insurance market - with rates for many risks increasing following the industry wide losses between 1990 and 1992 - and a spate of both man made and natural disasters has accelerated the trend.
Increasingly there are signs that Europe is following the North American pattern where more than a third of insurance premiums have been diverted from the conventional insurance market towards a so-called alternative market populated by captive insurance subsidiaries and other self-insurance facilities.
The conference will examine how the problems of shifting insurance cover are changing traditional relationships between corporate risk managers, brokers and commercial insurers, and will explore how players in the international insurance industry are responding to the new challenge.

Speakers:
Mr Patrick Newberry, Partner, Coopers & Lybrand
Mr H Felix Klumpp, Editor, Risk Management Reports, Former Principal, Towers Perrin
Professor Brian Toft, Risk Analyst, Sedgwick (UK) Limited
Mr Rodney Myers, Chairman, Willis Corroon Hinton
Mr Clive Pray, Head of Risk Management, London Transport, Council Member, AIRMIG
Dr Herbert M Harrell, Chairman, Harrell Associates Incorporated, Founder, M200 Forum
Mr Wolf-Dieter Baumgartl, Chairman of the Board, HDI VAG
Mr John Ryan, International Practice Leader, Tillinghast
Mr Walter Kleinholz, Member of the Board, Swiss Reinsurance Company
Mr S N Sletty, President, Liberty International
In association with AIRMIG and FT World Insurance Report

Subject: FINANCIAL REPORTING IN THE UK
Location: LONDON
Date: NOVEMBER 28 1994
1994 has been described as the 'crunch year' for financial reporting in the UK. With new standards on mergers and acquisition accounting only just released, and the handling of goodwill in company accounts the next issue to be tackled on the ASB agenda, there is no doubt that the ASB is about to enter what is probably the most contentious period since its inception. (Will 1995 be the year the accounting profession 'hits back'?)
The recent hiatus concerning the losses on derivative trading meanwhile has placed the issue of companies' use of these instruments at the centre of regulators' attention. The International Accounting Standards Committee is currently drafting guidelines for companies accounting of derivatives to meet the growing demand for disclosure.
The panel format enables all Forum participants to share their experiences and opinions and exchange views on fund-raising, performance, negotiating an analysis of recent trends in European venture capital and a look forward to expected developments during the rest of the 1990's. Panelists will explain the vital lessons that have been learned during the last ten years and explain how venture capital has adapted to a changed environment.
The panel format enables all Forum participants to share their experiences and opinions and exchange views on fund-raising, performance, negotiating



The Financial Times fourth annual Financial Reporting conference will provide critical guidance for both preparers and users of accounts to navigate this maze of current and prospective accounting issues.

Speakers:
Mr Chris Swinson, Partner, Sloy Hayward
Mr John H Kellas, Partner, KPMG Peat Marwick
Ms Mary Keegan, Director of Professional Standards, Price Waterhouse Audit Practice in Europe
Mr Peter A Holgate, Accounting Technical Partner, Coopers & Lybrand
Mr Michael Birklin, Group Chief Executive Officer, Interbrand Group Plc
Mr David H Cairns, General Secretary, International Accounting Standards Committee
Mr Michael Renshall, Deputy Chairman, Financial Reporting Review Panel
Guest Lunch Speaker:
Sir Sydney Lipworth QC, Chairman, Financial Reporting Council
Mr Ken Wild, National Accounting Technical Partner, Touche Ross & Co

Subject: VENTURE FORUM EUROPE '94
Location: LONDON
Date: DECEMBER 1 & 2 1994
Venture Economics and Financial Times Conferences invite you to attend Venture Forum Europe '94, our fifth annual venture capital conference in Europe. At the beginning of a new cycle of growth for European venture capital the Venture Forum, with its distinctive interactive conference format, will enable delegates to keep abreast of the key issues that face the industry and discover the new investment strategies that will take us through to the end of the century.
Composed of recognised experts from Europe and North America, the Forum sessions will provide both

Dr Paolo Sallin, Managing Director, Chase Germania Italia, Chairman, European Venture Capital Association
Mr John B Singer, Director, Advent International plc
Mr Michael Stok, Chairman & Chief Executive, European Software Publishing Limited
Mr Leander J van Driel, Managing Director, Gille Investment Funds
Miss Theresa Wallis, Team Leader, Smaller Companies Group, London Stock Exchange
Mr Michael Walton, Managing Director, Gartmore Venture Capital Limited
Mr Brian Winterford, Managing Director, Winterford Securities Limited
In association with Venture Economics. Co-sponsored by Advent International, Baker & McKenzie and Coopers & Lybrand

Subject: FT CITY COURSE
Location: LONDON
Date: APRIL - MAY 1995
To date 6,000 delegates from over 1,000 organisations have attended this course.
The FT City Course is arranged twice a year by the Financial Times and City University Business School as a training course for those wanting an overview of the banking and financial markets operating in the City of London.
Twenty-five practitioners from the City explain the role of the Bank of England, Stock Exchange, clearing, merchant and investment banks, insurance market, discount houses and building societies. The equity and debt markets, risk management, regulation and the economic outlook for the City will also be examined.
Clearly the Course provides those working in the City, or serving the financial sector, with the necessary information they need to do their jobs well and continues to be held in high regard.
In association with City University Business School



Subject: WORLD GOLD
Location: LUGANO
Date: JUNE 19 & 20 1995
The annual Financial Times Gold conference has tracked the changes in the world gold industry for more than 20 years and has built a deserved reputation as being the most authoritative of those held around the world.
As the largest industry gathering of its kind it attracts a top international audience of bankers, miners, analysts, traders, investors and consultants who come to network and debate current industry developments.
Speakers list has yet to be finalised.
In association with FT The Banker.